

## **Components of Successful Change**

### **Effective Leadership**

- Support and leadership of key people
- Leaders use systems thinking
- Leaders model effective practices
- Formal and informal leaders influence others
- Leaders help create a shared vision

### **Attention to People**

- People move through stages of change
- People need different activities at different points in the change process
- Ongoing communication is essential
- Critical mass of stakeholder support necessary for change
- Focus on learning and personal mastery for both staff and students
- Effective teamwork/team learning requires team work skills
- Representative teams are needed to reflect stakeholder needs

### **Using Systems Thinking**

- Involve representatives of all stakeholders in system
- Create a shared vision
- Change underlying support systems to support vision
- Most effective improvements are based on systemwide view
- Create opportunities to share assumptions and understand how actions/choices reflect our assumptions/beliefs about system
- Identify and use high-leverage activities — those with the greatest payoff

### **Using and Understanding Processes**

- Change is a process
- Change takes time and persistence
- Choices/decisions are driven by current data, successes and failures
- Continuously improving organizations use a cycle of change that moves from Planning to Doing to Checking to Acting.
- Reflection and revision of plans are essential to the change process

# Bringing It Home



## **Effective Leadership**

- Take a minute to think about the people in your district/community. Who are the leaders in your community and how can you get them involved in promoting continuous improvement? As an formal or informal leader, how might you promote improvements and model systems thinking back home?
- To what extent do you have the competence in your organization to carry out the new roles of leaders? What is needed to build such leadership in your organization?

## **Role of People in the Change Process**

- In what ways could you gather and share information among all stakeholders? How do you assess the needs and interests of others in your organization? Do you know who talks with and influences whom? How might you use this information to convene teams and taskforces? What mechanisms do you have for identifying sources of resistance and creating opportunities to have dialogue about resistance?

## **Using Systems Thinking**

- Think about these same elements in your own community. For example, who or what drives systems change in you community? What systemwide activities have you already implemented and how effective have they been? What else needs to be done? How can you create the leadership and stakeholder involvement needed to drive systemic change?
- What type of thinking and analysis is done in your organization? To what extent do people use systems thinking in which events, patterns, interrelationships and mental models or assumptions and beliefs are analyzed and explored? What are your ideas for increasing the use of systems thinking in your organization?

## **Using and Understanding the Process of Change**

- Think about what stages of change people in your own community are in with regard to a particular change or new practice. What could you do in your community to involve and help people advance along the stages of change?
- What is the balance of planning and doing and checking and learning from actions in your own community? Does your community routinely evaluate the results of its actions and incorporate these into new actions? Does your community benchmark and learn from other organizations? How can you do more of these important activities to develop into a continuously learning community?